

ER 72-6308
3 JAN 1973

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT: Personnel Development Program

1. From our discussions in the Annual Conference last May and the November Deputies Meeting, we are ready to proceed with the implementation of an expanded Personnel Development Program (PDP) at the career service, directorate and Agency levels.

2. Implementation of the Agency's PDP will mainly occur at the directorate level. Specific personnel development programs within the directorates can be tailored to special needs. On the broader Agency level, however:

a. In addition to general program guidance, you are asked to personally promote the Agency's increased emphasis upon personnel development by meeting with each of your Career Service and Office Heads every six months to review in detail their implementation of the directorate's PDP.

b. The Executive Director will meet separately with each Deputy Director annually to review the directorate's implementation of the Agency PDP, to include consideration of the individuals selected for executive development and their development plans (for GS-15-and-above expected vacancies) and the directorate's overall plans for training, developmental assignments and other work experience both within and without an employee's component or career service.

c. The Agency Executive Management Resources Board (EMRB), in regular Deputies Meetings, will review the overall status of the Agency PDP and make appropriate recommendations to the Director and approve the annual and other reports to the Civil Service Commission for submission to the Director.

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3. The several Career Service Heads, boards and panels under your supervision will be the principal action units for carrying out personnel development in the Agency. The CSC has been advised of our decision to rely primarily upon career service processes and systems in complying with Federal Guidelines.

4. Although effective operation of an Agency PDP can best be accomplished by concentrating on the needs and problems of the directorates and career services, there are a number of overriding Agency interests. These can be met only if all organizational units systematically pursue certain identifiable purposes, approaches and criteria.

a. Executive development and rotation are major concerns of the Executive Branch, evidenced in a letter to the Director from the Chairman, Civil Service Commission and by concerted efforts of CSC and OMB to implement the Government-wide ED program.

b. The Federal Guidelines on Executive Development have been issued for application throughout the Federal service. Although detailed items contained in each of the five major Guidelines are designed for flexibility in implementation, compliance with most of their content is expected by all agencies, including CIA. Accordingly, these Guidelines constitute the principal bases for administering a PDP in this Agency. (They are shown in Tab A, along with suggestions for internal implementation.) In response to a CSC reporting requirement, a general statement of Agency policies and processes for implementing an ED program, pursuant to the Guidelines, was forwarded last spring to the Commission. (A digest of the main features of the Agency's PDP, as reported at that time, is contained in Tab B.)

c. Personnel development, while keying upon leadership selection and development, encompasses much more than these aspects. The Agency has a broad stake in maintaining professionalism at all levels during the next several years. A high-quality level can best be obtained by the systematic improvement of all officers who are destined to advance in some measure, even though many may not possess executive

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potential. Changing programs, technologies, operational techniques and functional priorities will create additional pressures for doing a better job of personnel development. In this respect, there is a close correlation between the welfare of the individual and the needs of the Agency. The Director referred to this relationship when he commented on the interrelationship of employee motivation and increased productivity.

d. Perhaps the most important reason for stressing personnel development within the Agency is the belief prevalent among many Agency personnel that a system for personnel or career development either does not exist or is ineffectual. This complaint has been repeated in attitudinal surveys, in Midcareer and other training courses and in other communication outlets. It is essential to convince our employees, by organized and visible efforts throughout the Agency, that personnel development is an abiding interest of the Agency's managers.

5. In the interests of administrative flexibility, standard forms, reports and timetables will not be required (except as imposed from outside the Agency, e.g., the annual report to the CSC). It is important, however, that offices and career services share experiences and successes with each other in seeking to achieve Agency objectives and to meet their own needs. For this reason, I have asked the Director of Personnel to serve as a focal point of assistance to you and the offices and career services under your jurisdiction, make available forms for possible use and arrange with you appropriate schedules (to reflect your panel review schedules) for Agency level (e.g., Executive Director) review and action.

6. As previously discussed, initial emphasis will be given to executive development; and the developmental criteria and approaches in Tab A largely pertain to this subject. The suggestions in Tab A also apply to the larger issue of systematic development of able professional officers at all levels. In some career services, the need to do more in this broader area may be as compelling as taking action to develop leadership. I therefore request you to discuss ways and means with your Career Service and Office Heads of using Tab A as a basis for generally improving personnel development programs applicable to qualified professionals. I appreciate the rate of progress in this whole field will depend upon timing and staffing considerations and will vary among the career services.

W. E. Colby

Executive Director-Comptroller

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Attachments:

- Tab A - Federal Guidelines ED
- Tab B - Digest ED Policy Statement
- Tab C - Employee Gap Sheet
- Tab D - Exec Roster & Requirements List

Distribution:

- 0 - DD/I
- 1 - Each Addressee
- 1 - ExDir-Compt
- 1 - ER
- 1 - D/Pers
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